

C-931401



CENTRAL INTELLIGENCE AGENCY

Office of Legislative Liaison  
Washington, D. C. 20505

0 FEB 1975 25X1

RECORD COPY

HPSC

VIA COURIER

TO: Mr. Thomas K. Latimer, Staff Director  
Permanent Select Committee on Intelligence  
House of Representatives  
Washington, D.C. 20515

Dear Tom:

Enclosed is some background on the SIS Core Course which I hope will be of use to you in preparing your remarks. I would greatly appreciate it if you would return the documents to me once you have finished with them.

Sincerely,

25X1

Liaison Division  
Office of Legislative Liaison

Enclosure

FORM 3-79 1533 OBSOLETE PREVIOUS EDITIONS.

(40)

The Executive Development program is committed to preparing newly promoted SIS-1's to assume executive duties and responsibilities and to offer a continuing education for all senior Agency executives. This program consists currently of two separate and unique segments: the Core Course and the Electives. The Core Course is required of all newly promoted senior intelligence officers. The Electives will be scheduled on a demand basis.

#### THE CORE COURSE

The Core Course has been structured to introduce the newly promoted senior intelligence officer to the problems and opportunities of executive management in the CIA.

The Course will be conducted after each promotion cycle (2 times per year), will run for approximately two weeks, and will be presented by principal officers of the Agency including the Deputy Director, the Executive Director and the Deputy Directors, and outside speakers.

An off-site location such as the Xerox Training Facility will provide an environment in which the participants will study topics such as , National Security Policy, the Congress, the Law, the Intelligence Community and the Press as they relate to intelligence; as well as the Agency Culture, Resource Management, Leadership, Negotiations, and Strategic Planning. Seminars, exercises, workshops and simulations will be the major vehicles. The primary focus will be on team participation. With emphasis on day to day demands of a CIA executive. The course will also encourage strategic thinking about how CIA and the Intelligence Community will do their business in the 1990s.

Participants will have an opportunity to do some self-appraisal and stock-taking and to set personal career goals for the next five years.

EXECUTIVE DEVELOPMENT CORE COURSE

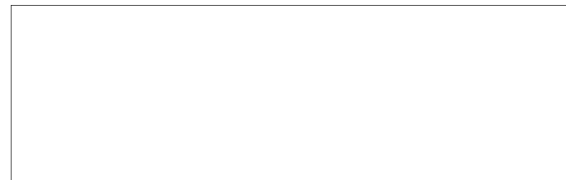
No. 1

13 - 28 February 1984

EXECUTIVE DEVELOPMENT STAFF  
OFFICE OF TRAINING AND EDUCATION

25X1

CONFIDENTIAL

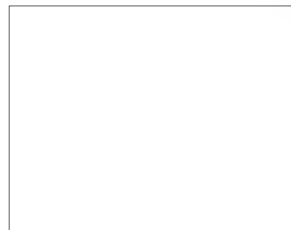


**CONFIDENTIAL**

**EXECUTIVE DEVELOPMENT CORE COURSE**

**NO. 1**

**STAFF:**



**Course Director**

25X1

**Training Assistant**

**Extension:**



25X1

**Executive Development Staff**

**Office of Training and Education**

**Chamber of Commerce Building, Room 1001**

**Course Location**

**13 - 24 February - XEROX Facility, Leesburg, Virginia**

**27 - 28 February - Visits to Capitol Hill, the White House,  
the Pentagon, and the Department of State**

**CONFIDENTIAL**

## CORE COURSE FOR CIA EXECUTIVES

### Course Objectives

1. This course is designed to facilitate the development of a strategic, all-Agency focus for newly promoted SIS-01 officers and to focus on some of the specific competencies required at the executive level. To this end it will:

a. help new SIS officers better understand the Agency's goals, policies, and direction under the current leadership;

b. heighten awareness and acceptance of the participants' roles as executives in the intelligence environment;

c. enhance conceptual skills in the conduct of relations with other Agency components and with external organizations;

d. enhance competencies for managing Agency resources and activities;

e. develop skills in strategic planning and managing change;

f. help individuals hone their skills to lead, motivate and negotiate with others;

g. foster a collaborative, team approach to Agency management issues.

2. Training will be primarily experiential, with emphasis on exercises, simulations, and discussion of case studies.

3. Additional elective courses will provide a more in-depth treatment of many of the core course components.

CONFIDENTIAL

MONDAY, 13 FEBRUARY  
(XEROX FACILITY)

INTRODUCTION

0900-0915      Welcome to the Executive  
                 Development Core Course

Director,  
Executive  
Development  
Core Course,  
Office of  
Training and  
Education

25X1

The Course Director will present an overview and discuss the objectives of the Course.

0915-0945      Introductions

Participants

Participants will introduce themselves, identify their component, their current assignment, and their product.

WELCOME TO SIS RANK

0945-0955      Film - "Brainpower"

1000-1100      Welcome to SIS Rank

Robert W. Magee  
Director of  
Personnel

Mr. Magee will discuss the responsibilities of membership in a directorate career service, the SIS compensation schedule, and stipends and performance awards. He will also talk about the SIS vs. the SES and the bonus--the quiet award.

1110-1155      Team Exercise

Staff and  
Participants

Participants will provide an oral presentation of their most memorable incident with the Agency, a description of their high point in Agency activity, or one good war story.

LUNCH

CONFIDENTIAL

## CONFIDENTIAL

MONDAY, 13 FEBRUARY  
(XEROX FACILITY)

## INTELLIGENCE AND NATIONAL POLICY

|           |   |  |
|-----------|---|--|
| 1330-1430 | <u>Intelligence and National Policy</u> | Robert M. Gates<br>Deputy Director<br>for Intelligence and<br>Chairman,<br>National<br>Intelligence<br>Council |
|-----------|---|--|

Dr. Gates will discuss intelligence analysis and production from the point of view of a consumer of intelligence, the changing focus of intelligence analysis in the out years, and current issues in the world today.

|           |  |                                       |
|-----------|--|---------------------------------------|
| 1445-1545 | <u>The Instant National<br/>Intelligence Officer</u> | David Whipple<br>NIO for<br>Terrorism |
|-----------|--|---------------------------------------|

This presentation discusses the challenge and difficulties of starting up as a NIO in a critical area that transcends a number of collection and analytical functions in the CIA and the Intelligence Community.

|           |                       |                                   |
|-----------|-----------------------|-----------------------------------|
| 1600-1700 | <u>Team Questions</u> | <u>Staff and<br/>Participants</u> |
|-----------|-----------------------|-----------------------------------|

Teams will develop questions for class visits.

## DINNER

|           |                        |
|-----------|------------------------|
| 1930-2030 | <u>Evening Session</u> |
|-----------|------------------------|

Chief, International  
Activities  
Division

25X1

 will discuss covert action in today's environment.

25X1

TUESDAY, 14 FEBRUARY  
(XEROX FACILITY)

**CIA AND THE CONGRESS**

0800-0850 CIA and the Congress


Clair E. George  
Director, Office  
of Legislative  
Liaison

0900-1000 The Congress and CIA

Larry G. Kittlewel  
Senate Select  
Committee on  
Intelligence

What is the proper role of Congressional oversight? What are current Congressional concerns about the CIA? What is the role of the Congress in the review and funding of intelligence activities? What are the current issues? Are we still viewed as a "rogue elephant?", etc.

1010-1100 Temperament Sorter

 25X1  
Chief, Executive  
Development  
Staff

Preliminary Feedback on the Keirseley temperament test will be done at this time.

1100-1130 Team Questions

Staff and  
Participants

Teams will develop questions for class visits.

LUNCH



CONFIDENTIAL

TUESDAY, 14 FEBRUARY  
(XEROX FACILITY)

CIA AND THE LAW

|           |                                   |   |      |
|-----------|-----------------------------------|---|------|
| 1400-1415 | <u>Overview of Legal Services</u> | [redacted]<br>Deputy General<br>Counsel | 25X1 |
|-----------|-----------------------------------|---|------|

|            |  |      |
|------------|--|------|
| [redacted] | will give a brief description of the types of legal services OGC can provide and how it can assist senior Agency managers. | 25X1 |
|------------|--|------|

|           |   |  |      |
|-----------|---|--|------|
| 1415-1445 | <u>What a Senior Agency Manager<br/>Should Know about Executive<br/>Order 12333</u> | [redacted]<br>Chief, Intelli-<br>gence Law<br>Division | 25X1 |
|-----------|---|--|------|

This Executive Order regulates intelligence activities and is a key component of intelligence law.

|           |   |   |      |
|-----------|---|---|------|
| 1500-1530 | <u>How a Senior Agency Manager<br/>Should Deal with the FOIA<br/>and Privacy Acts</u> | [redacted]<br>Chief, Litiga-<br>tion and<br>Legislation<br>Division | 25X1 |
|-----------|---|---|------|

|           |  |  |      |
|-----------|--|--|------|
| 1530-1600 | <u>Legal Aspects of<br/>Administration</u> | [redacted]<br>Chief, Adminis-<br>trative Law<br>Division | 25X1 |
|-----------|--|--|------|

Various considerations that regularly face senior Agency managers such as EEO, sexual harassment, conflict of interest, personal liability and suits against Agency employees, termination standards, and the Agency's spending authorities will be addressed.

~~CONFIDENTIAL~~

TUESDAY, 14 FEBRUARY  
(XEROX FACILITY)

1600-1630      Law In-Box Exercise      Participants

Teams will be given two of the following in-box cases to resolve: a) An FOIA release to the public; b) EEO Discrimination case; c) Conflict of interest; d) Possible conflict between an operational initiative and the Executive Order; e) Questionable use of operational funds; f) Concern over political adjustments to an intelligence product; and g) Sole source procurement directed toward a favored contractor.

DINNER

1930-2100      Law In-Box Exercise (Continued)      Participants

CONFIDENTIAL

## THE INTELLIGENCE COMMUNITY

0900-1000      The Department of State  
                     Bureau of Intelligence and  
                     Research

Amb. Herman J.  
Cohen

Amb. Cohen will give us a view from State/INR--the contribution of intelligence to foreign policy and coordination of State with CIA efforts.

1030-1130      Intelligence Community Staff

Eloise R. Page  
Deputy Director,  
Intelligence  
Community Staff

The speaker will address: Is the intelligence community a team? coordination vs. competition in collection and analysis; conflicts in estimates; overlaps in intelligence activities; the budget.

## LUNCH

25X1

## THE PRESS AND PUBLIC VIEW

## 1400-1445 The Leaks

DCI Security  
Committee

This presentation looks at Intelligence Community strategy in dealing with leaks to the press.

## 1500-1600 The Press and Public View

Philip Taubman  
Washington  
Bureau, NEW YORK  
TIMES

This presentation deals with how CIA is viewed by a journalist working the intelligence "beat". Are all CIA secrets considered open game if you make a living trying to get on the front page? What, if anything, should the CIA do to improve its image?

WEDNESDAY, 15 FEBRUARY  
XEROX FACILITY

25X1

1615-1715     A Secret Agency  
                 in Public View

PANEL:

George Lauder  
Director, Public  
Affairs Office

Discussion will be on Agency strategy in dealing with the public and the news media. Should we release more or less CIA analysis to the public? Should we concern ourselves with public support.

DINNER

**THE AGENCY CULTURE**

25X1

1930-2030     The Changing Agency Culture

\_\_\_\_\_  
Director of  
Security

Changing trends in personal security, discipline, integrity, cover adjustment, and clearance criteria will be covered in this presentation.

CONFIDENTIAL

THURSDAY, 16 FEBRUARY  
XEROX FACILITY

0800-0830     The Agency Culture
 Executive  
Director, CIA

25X1

Our speaker will reflect on the Agency culture. What would we like to project as role models? Can we expect a new breed of intelligence officers, and if so are we prepared for them?

### STRATEGIC THINKING AND AGENCY PLANNING

0845-0945     Strategic Thinking and  
Agency Planning

25X1

Do security, compartmentation, and the reactive nature of our business hamper long range strategic thinking? Does the changing political process in which we must operate preclude good strategic planning? What is the framework of the CIA's strategic planning for the next ten years?

1000-1130     A Management Game: TurnaroundParticipants

and 25X1

Equipped with fiscal and personnel data, managers are assigned the task of rescuing a troubled manufacturing plant. This simulation permits individuals to work through the problem first by themselves, then in a group, and, finally, to compare their solutions to an expert's.

LUNCH

### PERSONNEL MANAGEMENT

1400-1430     Motivation
Staff and  
Participants

The group will discuss subordinate motivation. They will develop a list of ways (informal and formal) to motivate, reward, and recognize employee contributions and performances, plus various means to facilitate their subordinates' career development.

CONFIDENTIAL

~~CONFIDENTIAL~~

THURSDAY, 16 FEBRUARY  
XEROX FACILITY

1445-1545      Reduction in Force

[REDACTED]  
Chief, Special  
Activities  
Staff, Office  
of Personnel

25X1

Our speaker will discuss personnel reduction on a large scale such as the 701, Schlessinger, and Turner exercises vs. the weeding out process at the career service level. He will use case studies and discuss lessons learned.

DINNER

**MANAGING THE TECHNOLOGY EXPLOSION**

1930-2030      Managing the Technology  
Explosion

[REDACTED]  
Associate  
Deputy Director  
for Science and  
Technology

25X1

Where is technology expected to take this Agency in five to ten years? How will the cost of technology balance with the costs of people? Do changes in the operational environment, new analytical challenges, and automation lead to new applications of technology? Does this trend impose a greater security risk? Do we have a workforce that can change from shoebox to computer terminal? Are we prepared to offer these new high tech employees a more rewarding career? Are we hiring the right type of people for tomorrow's challenges? Will technology spark new working styles?

~~CONFIDENTIAL~~

FRIDAY, 17 FEBRUARY  
XEROX FACILITY

**RESOURCE MANAGEMENT**

0800-0845      The Agency Budget System

[Redacted] 25X1  
Deputy Comptroller

[Redacted] 25X1  
Executive  
Officer, Office  
of the  
Comptroller

Our speakers will provide an overview of the Agency budget system, explaining the base program, ongoing and new initiatives, guidance, and reprogramming.

0900-1015      Budget Exercise

Speakers and  
Participants

Teams will conduct a strategic budget planning exercise (Strawman ranking) involving the FY85 budget. There will be a discussion of team rankings with the representatives of the Office of the Comptroller.

1030-1130      The Budget

Daniel A. Childs  
Comptroller

Our speaker will present his views on the budget process and Agency long-range planning; how we cope with ceilings, tighter budgets, etc.; will some programs have to go? achieving flexibility.

LUNCH

**PERSONNEL MANAGEMENT**

1230-1500      Career Panel Exercise

Staff and  
Participants

Teams will represent a newly formed career panel. Each team will be required to spell out their ranking criteria, procedures for acquiring information to evaluate personnel, recommendations for aggressive or conservative promotion policies, plus suggestions for a system that will identify and resolve personnel that do not meet the demands of the service.

CONFIDENTIAL

MONDAY, 20 FEBRUARY

HOLIDAY

TUESDAY, 21 FEBRUARY  
XEROX FACILITY

**LEADERSHIP STYLES**

0900-1100      Leadership Styles

Michael Maccoby  
John F. Kennedy  
School of  
International  
Affairs

Michael Maccoby, author of The Gamesman and The Leader: A New Face for American Management, will discuss his new model of leadership in America.

1115-1215      Leadership Attributes

 and 25X1  
Participants

Participants will develop a list of leadership attributes appropriate to senior Agency managers and discuss which of these are applicable in various organizational environments.

LUNCH


1330-1430      Leadership Talent Search  
Exercise

Staff and  
Participants

Teams will be tasked to recommend candidates for senior Agency positions. Team reports will indicate why certain individuals were selected and what significant knowledge, experience, managerial accomplishments/assignments, or leadership qualities led to their recommendations.

**MANAGING CHANGE**

1445-1700      Managing Change

 25X1  
Management and  
Administrative  
Training  
Division, OTE

Any dynamic organization must expect and manage an increased rate of change. The presentation will focus on the process of change and its impact on the people in an organization. This segment will include a case study on the DI reorganization.

CONFIDENTIAL



TUESDAY, 21 FEBRUARY  
XEROX FACILITY

DINNER

1930-2030

John H. Stein  
Deputy Director  
for Operations

Our speaker will present his ideas on leading a group of strong-willed, often independent, managers who vary dramatically in organizational style.

CONFIDENTIAL

~~CONFIDENTIAL~~

WEDNESDAY, 22 FEBRUARY  
XEROX FACILITY

0800-1030      Negotiation



25X1

This presentation will include discussion of negotiation, influence, and conflict resolution.

1045-1130      Mentorship



25X1

Participants

This is a presentation on mentorship as it exists in the Agency, with discussion of the advantages/disadvantages and some of the alternatives. What is the role of management in promoting the process?

25X1

LUNCH

1400-1630      Expanding the Executive



Presentation skills--tasking, organizing, improving, directing, writing, and presenting will be covered by this speaker.

DINNER

1930-2000      Leadership Talent Search  
Presentations

Staff and  
Participants

Teams will give their presentations from the Leadership Talent Search Exercise yesterday.

2015-2130      Team Time on Strategic Plans

Staff and  
Participants

Teams organized along directorate lines will develop a 10-year strategic plan for their directorate. These plans will signal major efforts, new initiatives, program cancellations, shifts in resources, and ground work for the mid-1990s. Teams should coordinate their plans and prepare short presentations for the DDCI.

CONFIDENTIAL

THURSDAY, 23 FEBRUARY  
(XEROX FACILITY)

**ORGANIZATIONAL AND PERSONAL DEVELOPMENT**

0800-1015      Turnaround (Continued)

Participants

25X1

Team exercise.

1030-1130      The Decision Process

Harry E. Fitzwater  
Deputy Director for  
Administration

Our speaker will cover the decision process in the Agency; how to make unpopular decisions; when and when not to coordinate; managing risk.

**LUNCH**

1300-1400      Decisionmaking

Staff and  
Participants

Teams will be given an "in-box" of actual decisions made by Agency executives. They will discuss the process and behind-the-scene activity of such decisions and how they were made.

**EXECUTIVE ASSESSMENT**

1400-1500      Contract Management

Chief, Procurement Division,  
Office of  
Logistics

25X1

Our speaker will cover the search for expertise; determining a quality contractor; contract management; sole source vs. competitive bids; the overrun; performance measurement with a contractor; danger signals; when to close out.

1515-1615      Executive Wake

Participants

25X1

This is a group discussion. The participants will describe what they believe happened in their offices during their attendance at this Course.

THURSDAY, 23 FEBRUARY  
(XEROX FACILITY)

1630-1715      Temperament Evaluation

Participants

25X1

Each participant will report on results of his earlier temperament assessment.

DINNER

25X1

1930-2100      In Search of Excellence

Assistant Director  
of Training and  
Education for  
Curriculum

The DCI has a process underway to establish this organization's goals and beliefs; a short document incorporating them presumably will be promulgated soon. But what happens next? How can we make CIA's professed goals and beliefs have meaning for our people and the way we do business? What are the impediments to making our credo live over time? How might they be overcome? Is it all just another passing bureaucratic fancy?

FRIDAY, 24 FEBRUARY  
(XEROX FACILITY)

**INDIVIDUAL GROWTH PLAN**

|           |   |                                   |
|-----------|---|-----------------------------------|
| 0800-0900 | <u>Making the System Work<br/>for You</u> | <u>Staff and<br/>Participants</u> |
|-----------|---|-----------------------------------|

Individual Exercise. Each participant will develop (for personal use) his individual growth strategy for the next five years. This plan will reflect career desires, level of ambition, new experiences, training, future assignments, financial planning, and retirement.

|           |   |                                   |
|-----------|---|-----------------------------------|
| 0915-1130 | <u>Team Time on Strategic Plans<br/>(Continued)</u> | <u>Staff and<br/>Participants</u> |
|-----------|---|-----------------------------------|

**LUNCH**

|           |  |   |
|-----------|--|---|
| 1230-1400 | <u>The Deputy Director of Central<br/>Intelligence on Corporate<br/>Philosophy</u> | <u>John McMahon<br/>Deputy Director<br/>of Central<br/>Intelligence</u> |
|-----------|--|---|

Each Directorate team will present to the DDCI its strategic plan for the next 10 years. The DDCI will comment on the team strategic plans and present his overall corporate philosophy and strategic plan. Where do we expect to be in five and ten years? What kind of intelligence officer and manager will we need for the 1990s.

~~CONFIDENTIAL~~

MONDAY, 27 FEBRUARY  
(CAPITOL HILL)

At the end of the Core Course we will conduct a series of discussions with senior policy officials in the Washington Community.

Participants will meet with these officials in their own offices and are encouraged to discuss those issues which were surfaced during the Course.

0900-1100

The White House

Kenneth de Graffenreid  
National Security  
Council Staff

LUNCH - U. S. Capitol

1400-1530

The United States Congress

Thomas K. Latimer  
Director, House  
Permanent Select  
Committee on  
Intelligence

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 28 FEBRUARY  
(THE PENTAGON)

1015-1200

The Department of Defense

General Richard  
Stillwell  
Deputy Under-  
Secretary of  
Defense for  
Policy

LUNCH - The Pentagon Executive Dining Room

1400-1530

The Department of State

Ambassador Ronald  
I. Spiers  
Undersecretary  
of State for  
Management

CONFIDENTIAL